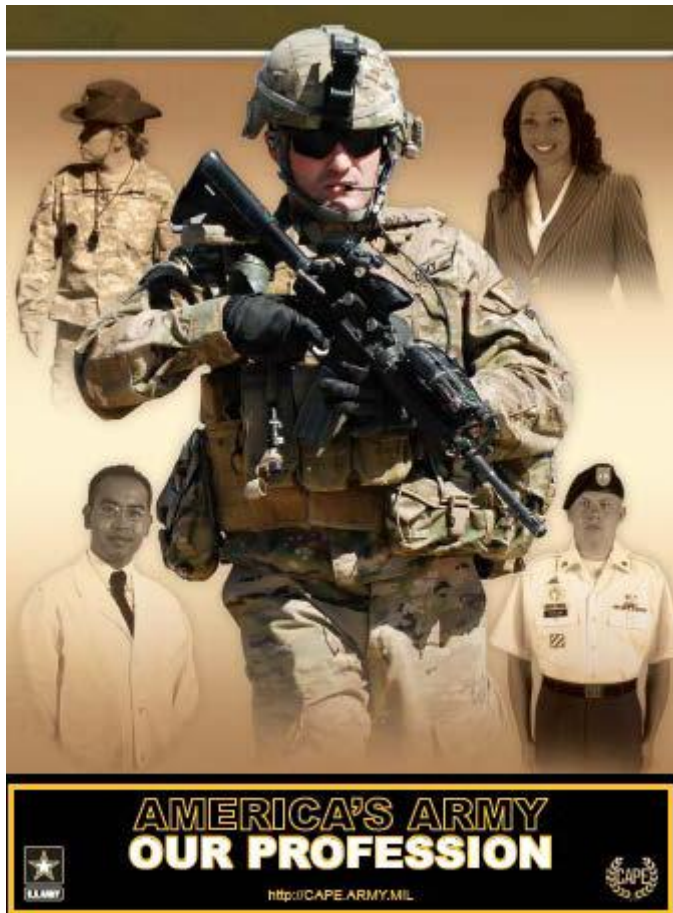


# The Army Profession, The Army Ethic, and Character Development

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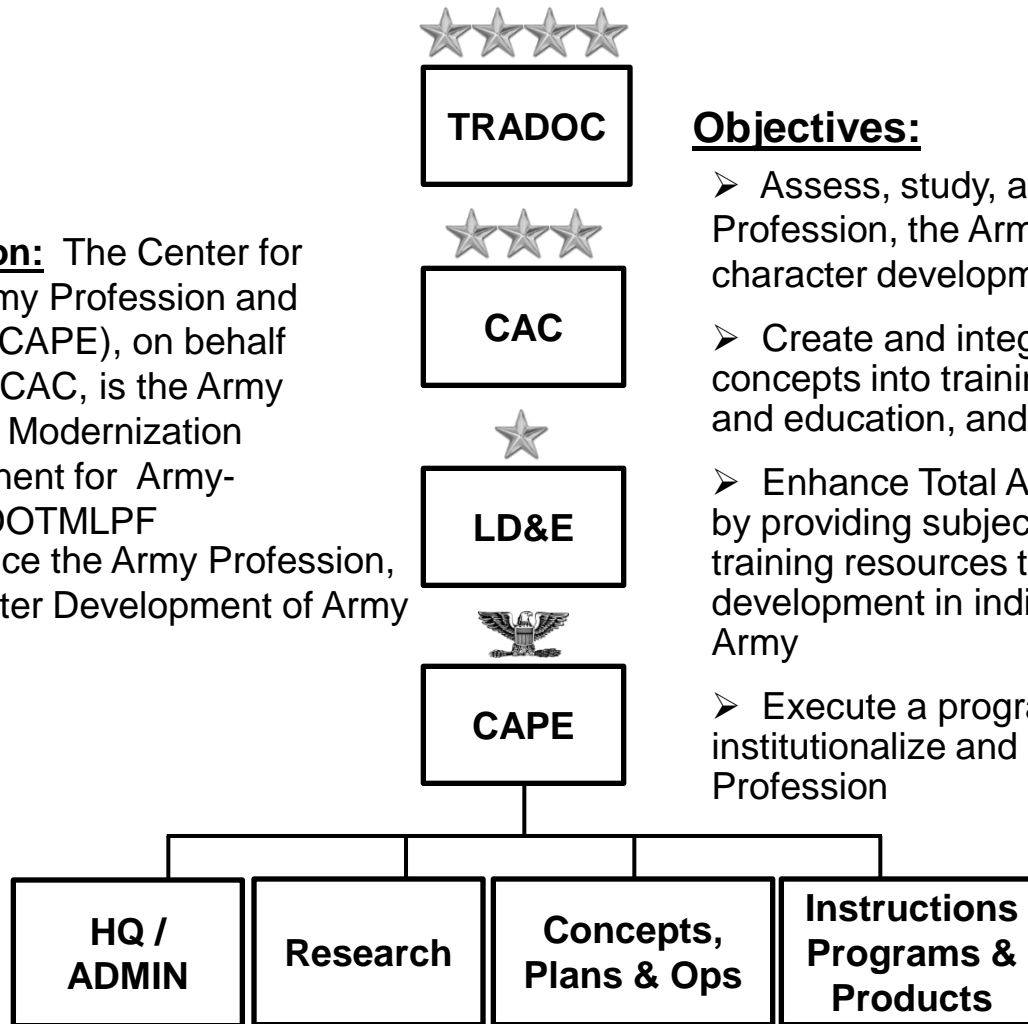
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# Center for the Army Profession and Ethic



**Mission:** The Center for the Army Profession and Ethic (CAPE), on behalf of CG CAC, is the Army Force Modernization Proponent for Army-wide DOTMLPF

responsibilities to advance the Army Profession, its Ethic and the Character Development of Army Professionals.



## **Objectives:**

- Assess, study, and refine the Army Profession, the Army Ethic (Ethos), and character development
- Create and integrate Army Profession concepts into training, leader development and education, and doctrine
- Enhance Total Army training and education by providing subject matter expertise and training resources to facilitate professional development in individuals, units, and the Army
- Execute a program of lifelong learning to institutionalize and operationalize the Army Profession



# The Army Profession Campaign





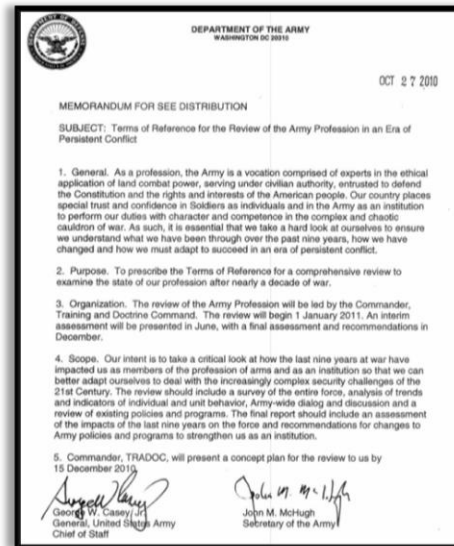
# The 2011 Army Profession Campaign

## Fulfilling the Secretary of the Army's & Chief of Staff of the Army's Intent

***"It is essential that we take a hard look at ourselves to ensure we understand what we have been through over the past nine years, how we have changed and how we must adapt to succeed in an era of persistent conflict."***

***"Our intent is to take a critical look at how the last nine years at war have impacted us as members of the profession of arms and as an institution so that we can better adapt ourselves to deal with the increasingly complex security challenges of the 21<sup>st</sup> Century."***

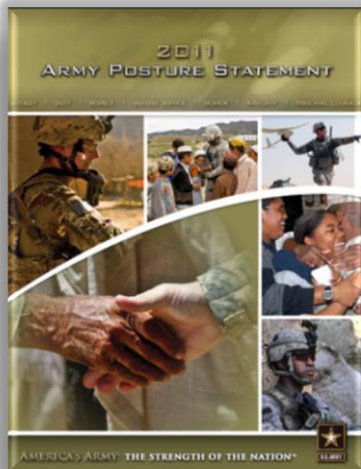
- Terms of Reference, 27 OCT 10



### **CSA's Guiding Questions**

**The time is right to ask ourselves...**

- 1. What does it mean for the Army to be a Profession of Arms?**
- 2. What does it mean to be a professional Soldier?**
- 3. After nine years of war, how are we as individual professionals and as a profession meeting these aspirations?**



***"The last nine and a half years have had significant impacts on the Army, its Soldiers, Families and Civilians. Many of these are well documented and are being addressed. There remain, however, other consequences that we seek to understand. We will examine the impacts of war on our profession of arms and take a hard look at ourselves – how we have changed as individuals, as professionals and as a profession."***

- Army Posture Statement, 2 March 2011



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# The Army Profession Campaign

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- The Army Profession Campaign was an Army internally initiated effort to take a critical look at ourselves
- The Army Profession Campaign was not conducted in response to any one incident or identified issue
- The Army performed exceptionally well during the last decade, meeting and exceeding its Nation's call
- Self-assessment is what effective professions do and a natural part of the Army's culture – “After Action Review”
- We have learned and adapted over the last decade
- There are some “weak signals” that need to be addressed and opportunities to be leveraged



# Key Army Profession Campaign Findings

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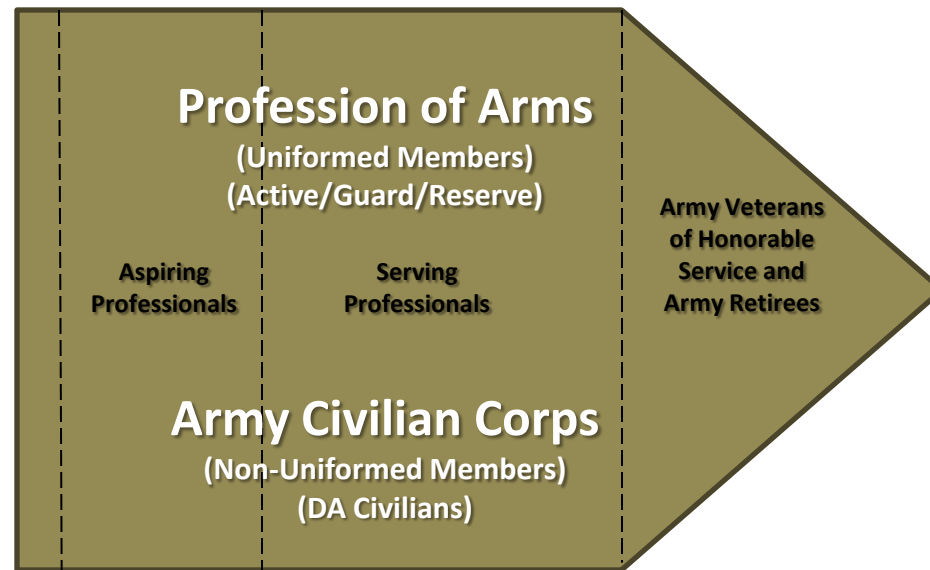
- Army Profession Concepts: Knowledge and understanding of AP concepts are not fully codified in doctrine; updated ADP 1 and ADRP 1 to be released this fall
- Army Culture: Imbalances created due to the cumulative corrosive effects of not practicing what we espouse
- Trust: Strong bonds exist within formations, however, many members stated they lack confidence in leader competence and candor
- Professional Certification: Traditional certification practices have lost meaning and relevance due to the challenges of meeting the last decade's requirements; there is a desire to identify and separate poor performers
- Leader Development & Education: Imbalances created due to emphasis on operational experience vis-à-vis institutional education are being corrected
- Standards and Discipline: Consensus for more emphasis on policing the ranks, and rebalance expectations between home station and operational environments
- Integrate and Synchronize Human Development: There are many human development initiatives that need the right subject matter expertise and structure



# Membership in the US Army Profession

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**Army Profession:** The Army Profession is a unique vocation of experts certified in the design, generation, support, and ethical application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.



# Army Profession Concepts

## Army Profession Membership

### Army Profession

A unique vocation of experts certified in the design, generation, support, and ethical application of landpower, serving under civilian authority and entrusted to defend the Constitution and the rights and interests of the American people.

Communities  
of Practice

### Profession of Arms

Comprised of the uniformed members of the Army Profession.

### Army Civilian Corps

Comprised of the non-uniformed Department of the Army Civilian members of the Army Profession.

### Army Professional

A member of the Army Profession who meets the Army's professional certification criteria (competence, character, and commitment).



**COMPETENCE:** An Army professional's demonstrated ability to successfully perform their duties and to accomplish the mission with discipline and to standard (*Military Expertise*).

**CHARACTER:** An Army professional's dedication and adherence to the Army values, virtues, purpose, identity, ethics, and morals as consistently and faithfully demonstrated in decisions and actions (*Honorable Service*).

**COMMITMENT:** The resolve of Army professionals to contribute Honorable Service to the Nation, to perform their duties with discipline and to standards, and to strive to successfully and ethically accomplish the mission despite adversity, obstacles, and challenge.



# Five Essential Characteristics of the Army Profession

## Military Expertise



Our Ethical Application of Landpower

## Honorable Service



Our Noble Calling to Service and Sacrifice

## Trust



The Bedrock of our Profession

## Esprit de Corps



Our Winning Spirit

## Stewardship of the Profession



Our Long Term Responsibility

Trust between Soldiers  
Trust between Soldiers and Leaders  
Trust between Soldiers, their Families and the Army  
Trust between the Army and the American People

Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage

**Ethical Foundation: Legal and Moral**



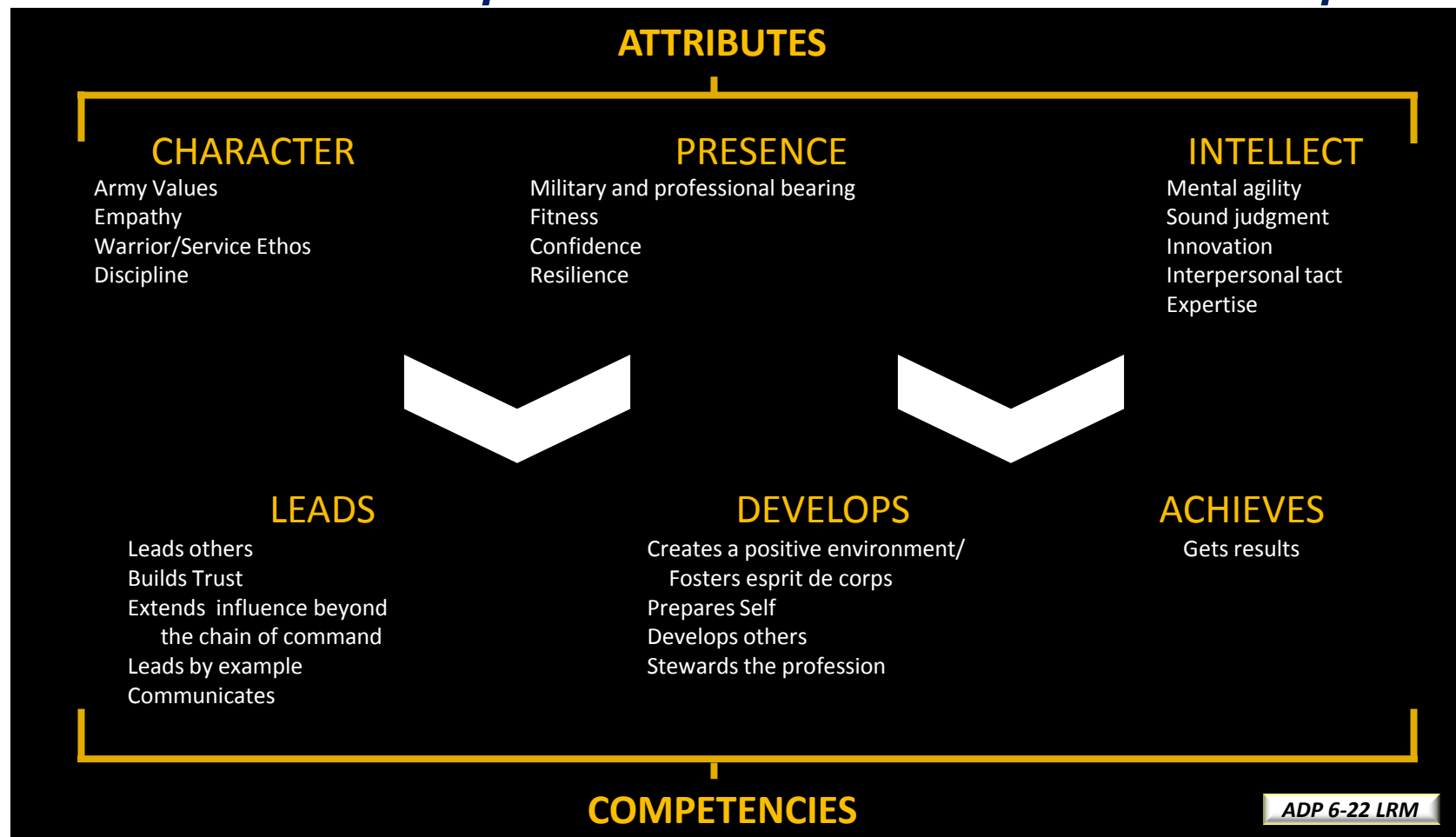
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# Individual Attributes and Competencies

*Leaders are Professionals;  
all Professionals practice formal and informal leadership*



**The Army Leader Requirements Model - Update to ADP 6-22**

*(One of several ways to operationalize Professional certification criteria)*



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*"Intellectual Center of the Army"*

# ***America's Army – Our Profession***



# ***America's Army – Our Profession***

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**Mission:** Conduct a calendar year 2013 *America's Army – Our Profession* education and training program

**Vision:** A widely understood, accepted, and internalized meaning of the Army Profession and Ethic

**Goal:** An enduring Army Profession emphasis to inculcate our professional identity and behavior in future generations of Army professionals

**Outcome:** All members of the profession:

- ☐ Are aware and understand the Army Profession doctrine and concepts
- ☐ Participate in an ongoing dialogue about the profession
- ☐ Conduct themselves in a manner worthy of their professional status



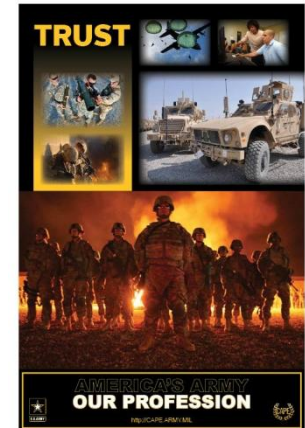
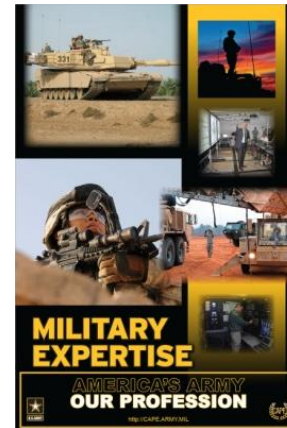
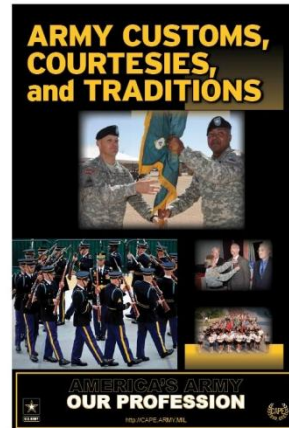
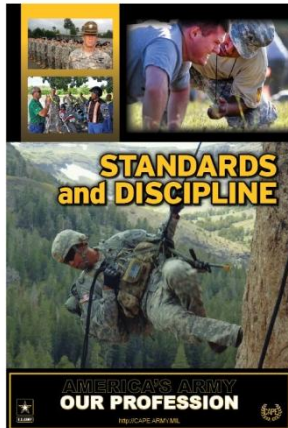


# America's Army – Our Profession

## Education and Training Program (CY13)

### Quarterly Themes

Standards and Discipline	Customs, Courtesies, Traditions	Military Expertise	Trust
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1. All units conduct Army Profession training per quarterly theme
2. CAPE conducts 8 Master Army Profession and Ethic Training (MAPET) courses in CY13
3. Units host an Army Profession Seminar (CAPE will support 40 installation visits throughout the Army in CY13)



# CAPE Resources

## CAPE Training Resource Criteria

Easy to Use

Minimal Prep Time  
for Instructor

Interactive, Small  
Group Oriented

Relevant to Varied  
Audiences



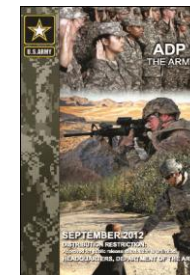
Digital Applications



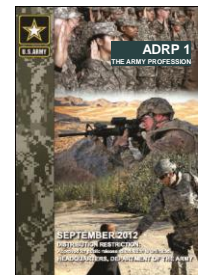
Videos and Case Studies



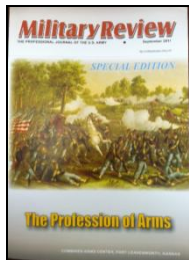
Training Support  
Packages



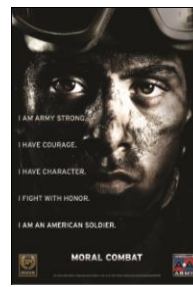
Doctrine  
ADP 1



Doctrine  
ADRP 1



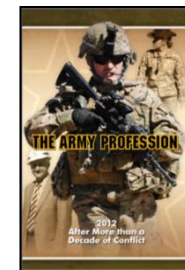
Military Review  
Special Edition



Interactive Video Decision Making Exercises



Brochures



AP Pamphlet

<http://CAPE.army.mil>



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# ***What Leaders Can Do***

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## ➤ **Integrate Army Profession concepts into:**

- ☐ Unit/organizational training and leader development guidance
- ☐ Public remarks
- ☐ Professional development sessions
- ☐ Iconic events, Soldier & NCO boards, unit functions

## ➤ **Support “America’s Army – Our Profession” education and training program**

- ☐ Conduct training per quarterly theme
- ☐ Send appropriate personnel to MAPET Course
- ☐ Schedule a CAPE supported Army Profession seminar (2-3 hours)
- ☐ Encourage subordinates to submit articles for Military Review Special Edition

## ➤ **CAPE support and resources available**

- ☐ Army Profession training products available on line at <http://cape.army.mil>
- ☐ Provide copies of training support packages for quarterly themes
- ☐ Conduct Army Profession seminars with unit/organizational leaders

